



Paris, August 26, 2025, at 8.30 AM CEST

Danone further accelerates its Renew transformation and announces the next stage of its leadership structure

Danone announces today an evolution of its leadership structure. The company will operate through 3 geographies: EMEA, Asia Pacific and Americas. This leaner organization marks a further step in the deployment of the second chapter of Renew Danone. It will further enhance the company's agility and market impact.

To this effect, as of January 1st, 2026:

- **Pablo Perversi** is appointed President EMEA (Europe, Turkey, Middle East and Africa),
- **Bruno Chevot** is appointed President APAC (Asia-Pacific),
- **Henri Bruxelles** is appointed President Americas.

reporting to **Véronique Penchienati-Bosetta**, Group Deputy CEO, in charge of geographies and categories.

Christian Stammkoetter, currently President for Asia, Africa and the Middle East (AMEA), has decided to leave Danone to pursue a new challenge, after 19 years with the company. He will remain in his role until the end of the year.

Henri Bruxelles will keep his JV and partners responsibilities.

Laurent Sacchi, General Secretary, will assume leadership of Sustainability to continue delivering our health mission through sustainability and social impact.

Antoine de Saint-Affrique, Chief Executive Officer said:

"As part of the next chapter of our Renew Danone strategy, we have decided to further accelerate our transformation, with a more compact and simpler organisation at the top of the company. These changes help us move forward with even greater focus and agility."

Although Christian will be with us until the end of the year, on behalf of all of us at Danone I would like to thank him for his leadership and dedication to Danone over the last two decades. We all wish him every success in his next role."

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About Danone (www.danone.com)

Danone is a leading global food and beverage company operating in three health-focused, fast-growing and on-trend Categories: Essential Dairy & Plant-Based products, Waters and Specialized Nutrition. With a long-standing mission of bringing health through food to as many people as possible, Danone aims to inspire healthier and more sustainable eating and drinking practices while committing to achieve measurable nutritional, social, societal and environment impact. Danone has defined its Renew strategy to restore growth, competitiveness, and value creation for the long-term. With over 90,000 employees, and products sold in over 120 markets, Danone generated €27.4 billion in sales in 2024. Danone's portfolio includes leading international brands (Actimel, Activia, Alpro, Aptamil, Danette, Danio, Danonino, evian, Nutricia, Nutrilon, Volvic, among others) as well as strong local and regional brands (including AQUA, Blédina, Bonafont, Cow & Gate, Mizone, Oikos and Silk). Listed on Euronext Paris and present on the OTCQX platform via an ADR (American Depositary Receipt) program, Danone is a component stock of leading sustainability indexes including the ones managed by Moody's and Sustainalytics, as well as MSCI ESG Indexes, FTSE4Good Index Series, Bloomberg Gender Equality Index, and Access to Nutrition Index. Danone's ambition is to be B Corp™ certified at global level in 2025.

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FORWARD-LOOKING STATEMENTS

This press release contains certain forward-looking statements concerning Danone that are subject to risks and uncertainties. Generally, you can identify these forward-looking statements by forward-looking words, such as "estimate", "expect", "anticipate", "project", "plan", "intend", "objective", "believe", "forecast", "guidance", "foresee", "likely", "may", "should", "goal", "target", "might", "will", "could", "predict", "continue", "convinced" and "confident," the negative or plural of these words and other comparable terminology or by using future dates. Forward-looking statements in this press release include but are not limited to predictions of future activities, operations, direction, performance and results of Danone. These forward-looking statements are subject to numerous risks and uncertainties, which could cause actual results to differ materially from those anticipated in these forward-looking statements. For a detailed description of risks and uncertainties, please refer to the "Risk Factor" section of Danone's Universal Registration Document (the current version of which is available at www.danone.com).

Subject to regulatory requirements, Danone does not undertake to publicly update or revise any of these forward-looking statements. This document does not constitute an offer to sell or a solicitation of an offer to buy Danone securities.

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